

Report
To
Town of Millis, MA

Town Clerk Office
Organizational Assessment

June 2019

Prepared by:



COMMUNITY PARADIGM ASSOCIATES, LLC

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Appendix A – Draft Town Clerk Position Description

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Project Team:

Bernard F. Lynch – Founder/Principal

Mr. Lynch has devoted more than 30 years to guiding cities and towns toward brighter futures by focusing on the efficiency and responsiveness of organizational day-to-day operations as well as highly transformational initiatives that bring communities to a new level. He served as City Manager of Lowell, Mass., for eight years and as Town Manager of Chelmsford, Mass., for 20 years. Mr. Lynch serves on Lieutenant Governor Karyn Polito's Task Force on Workforce Skills Gap, is a Senior Fellow at Suffolk University's Moakley Center for Public Management, and is an adjunct professor at both Suffolk University and the University of Massachusetts Lowell. He earned his Master of Public Administration at University of Massachusetts Amherst and his Bachelor of Science degree in Political Science from the University of Lowell.

Sharon Flaherty – Senior Associate

Ms. Flaherty has more than 25 years of experience in communications, project management, marketing, and public and media relations. She has served as a reporter, editor, and editorial page editor at daily newspapers, managed marketing departments in the financial industry, and was an adjunct professor at Middlesex Community College. She specializes in report writing, interviewing, and project management. She earned her Master of Business Administration at Rivier University, a Master of Arts in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

Raymond Santilli – Senior Associate

Mr. Santilli has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as the purchasing director, director of community services, and human resources director in North Andover, and as the Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

A. Scope of Project

Community Paradigm Associates was engaged by the Town of Millis to evaluate the structure and operation of the Town Clerk's Office, to identify operational deficiencies, and to recommend strategies to improve efficiencies and effectiveness within the office functions. The project was initiated by the Board of Selectmen in response to requests from the Town Clerk for increased compensation and the potential for more hours worked, and ongoing issues related to office operations, including but not limited to office closures.

The initial phase of the assessment included obtaining an overview of the Town Clerk municipal services within the Town and its current structure(s). In the subsequent phase, information was gathered to assess the current organizational structure and relationships between the members of the Town Clerk's office, and consideration of delivery of the same services within peer communities. This phase included interviews with various Town personnel including members of the Board of Selectmen, the Town Clerk and related staff, and other identified individuals. The interviews were documented but were conducted confidentially with no information being attributed to any specific individual. A survey was sent to those identified peer communities as well as other Massachusetts communities with similar population size, and bordering communities to Millis (not included in either of the first two categories).

Key areas of the assessment include, but are not limited to:

- ✓ Workload measurements
- ✓ Utilization of technology – currently in place and opportunities for implementation
- ✓ Review of current staffing and work hours for adequacy
- ✓ Space considerations
- ✓ Collective bargaining issues
- ✓ Town Clerk office responsibilities – review of position descriptions and requirements
- ✓ Method of appointment of Town Clerk
- ✓ Compensation analysis

B. The Community

The Town of Millis is an attractive suburban community located along the Charles River in western Norfolk County. The land that is Millis was originally part of Dedham, Massachusetts, until that community granted those lands and other present-day surrounding towns, to Medfield in 1651. Millis was first settled in 1657. In 1713, pioneers of Medfield applied for a grant to create a new town and, when approved, named this new land Medway. The new town consisted of West Medway (which is today's Medway) and East Medway (which is today's Millis). Millis incorporated as a separate town on February 24, 1885, and is named after Lansing Millis, one of the Town's founders.

The Town is bordered by Medway to the west, Holliston and Sherborn to the north, Medfield to the east, and Norfolk to the south. The Charles River, and its tributary Bogastow Brook, surrounds Millis on three sides. The Town is about 23 miles southwest of Boston, 32 miles east of Worcester, and 32 miles north of Providence, Rhode Island. The Town has large areas of wetlands and forest that provide wildlife habitat, areas for nature-based recreation, and scenic vistas. There are also numerous playing fields and trails for walking, hiking and biking in Town.

Like many communities in the area, Millis has evolved over time in its size and development. First a farming community and then an industrial town, today Millis is primarily a suburban community with semi-rural areas remaining on its outskirts. The Town's population grew from a very small, largely rural community of 2,600 in 1950 to its current suburban nature and a population of 8,200 in 2000. The Town's 2000 Master Plan anticipated a population of 9,300 by 2020 and it is expected to be close to that number with its current population of about 8,900. The Town is not expected to grow much beyond that as the senior population grows and the number of younger residents slows or reverses.

C. Town Clerk's Office: Structure, Staffing and Issues

The Town Clerk is an elected position with a three-year term. The incumbent was first elected in 2003, with her most recent election in 2017. She is currently in the last year of her present term. Organizationally within the Town's structure, the position does not report to any individual and/or Board. There are no set hours for the position; the incumbent decides independently which and how many hours to work per week. The position is paid a stipend of \$12,000 per year.

As currently structured, the Town Clerk serves as the legal overseer of the Town Clerk office and functions, but rarely participates in day-to-day operations. Instead, those functions are delegated to paid staff with specific hours. In this regard the position is similar to other elected officials with full-time operational staff, though at a higher stipend reflecting potentially more required hours.

A full-time Assistant Town Clerk, a part-time 20 hours per Week Department Assistant, and four (4) senior volunteers staff the Town Clerk's Office. Both the Assistant Town Clerk and Department Assistant positions are union members and covered by a negotiated collective bargaining agreement. These two individuals (primarily the Assistant Town Clerk) are responsible for the day-to-day activities, functions, and workload of the Town Clerk's Office.

It is acknowledged by the overwhelming majority of those interviewed that the essential functions of the Town Clerk's office are being accomplished and all legal requirements are being met. No narrative, information, and/or documentation were provided to the contrary. These functions and task are primarily accomplished by the Assistant Town Clerk and, to a certain extent, the Department Assistant. The Assistant Town Clerk is the only full-time position in the Office and thus is responsible for all day-to-day functions. The Town Clerk is rarely in the office during regular business hours and minimally interacts with the two staff members. The Assistant Town Clerk assumes all the responsibilities of the Town Clerk and acts on her behalf on all daily matters.

In a reclassification review of the Assistant Town Clerk's position performed in October 2013 by Mary Flanders Aicardi, a Human Resources Consultant, Ms. Aicardi notes:

"The factors that distinguish the Assistant Town Clerk are supervision required, accountability, judgment, and nature and purpose of contacts. With respect to the supervision required, the Assistant Town Clerk receives no supervision on a daily basis and work from administrative direction. The incumbent of the position, because of not having a direct supervisor, must establish short-range plans and objectives, performance standards and assumes direct

accountability for department results and only consults with supervisor where clarification, interpretation, or exception to municipal policy may be required.

With respect to accountability and judgment, the position has department level responsibility for processes and service delivery. If errors are made, the consequences could result in missed legal deadlines, delay of service and excessive costs. The employee receives only limited guidance for performing the duties of the position and must work from administrative policies and legislation.

With respect to the nature and purpose of contacts, the Assistant Town Clerk position, as structured at this time, serves as the spokesperson for the department and is recognized as the authority in interpreting guidelines and regulations and in determining how they should be applied.”

The Assistant Town Clerk was responsible this past year for obtaining poll pads to be utilized during Town Meetings for attendance and recording purposes. She has undertaken the task of working on drafting a policies and procedures manual for the office. Both she and the Department Assistant have been attending classes offered by the Massachusetts Town Clerks Association. However, during these training days, due to the nature of the Town Clerk’s self-imposed work schedule, the Town Clerk’s office closes for the day with, sometimes, minimal notice. This proves an inconvenience for the public coming to Town Hall for necessary services unaware of the office closure.

The Town Clerk’s Office acts as a critical office for Town Hall as usually the first contact for members of the public seeking any assistance. The office is located on the first floor immediately to the right of a major entry point to Town Hall. The major office portion is well maintained with files and documents readily accessible. However, the Town Clerk’s respective office is quite disorganized with papers, records, documents, etc. piled on every surface of furniture and chairs.

Table I. Town Clerk Office Statistics*			
	<u>2016</u>	<u>2017</u>	<u>2018</u>
Population	8,591	8,629	8,807
Registered Voters	6,028	5,902	6,255
Births	84	70	78
Marriages	32	23	31
Deaths	56	56	53
Dog Licenses	1,088	1,068	1,032
Business Licenses	78	82	82

*From Town of Millis Annual Reports

D. Community Comparisons

A survey was conducted of a number of communities in order to ascertain the status of the Town Clerk (elected or appointed), number of work hours per week, annual salary, and the total number of full-time equivalent staff (FTEs) assigned to the Town Clerk’s Office. The survey was conducted in all communities currently utilized by the Town of Millis for collective bargaining comparisons (nine communities), Massachusetts’s communities similar in population

(eight communities), and communities bordering Millis not accounted for in either of the first two categories (two communities).

The results of the survey are reflected in Table II. Of the 19 total communities, 15 communities elect their Town Clerk while 4 communities appoint the position. In 17 of the 19 communities, the Town Clerk is a full-time position. For the full-time positions, the annual salary ranges from a high of \$92,000 in Medway to a low of \$51,858 in West Boylston, with an average annual salary of \$69,118. In Upton, the Town Clerk also serves as the Assistant to the Town Manager.

Table II. Community Comparisons						
	<u>Population</u>	<u>Town Clerk</u>	<u>Work Hours</u>	<u>Salary</u>	<u>Total FTEs in office</u>	
Millis	8,144	Elected		\$12,000	1.5+	#1
<u>Comparable Communities</u>						
Bellingham	16,929	Elected	35.0	\$65,000	2.5	
Grafton	18,517	Elected	35.0	\$58,140	2.0	
Holliston	14,480	Elected	40.0	\$69,516	2.5	
Littleton	9,754	Elected	40.0	\$80,437	2.0	
Medway	13,162	Elected	40.0	\$92,000	1.8	#2
Norfolk	11,671	Elected	40.0	\$78,000	2.0	
Plainville	9,000	Elected	35.0	\$74,039	2.5	
Upton	7,700	Appointed	40.0	\$80,000	1.3	#3
Wrentham	11,597	Elected	35.0	\$69,904	2.0	
<u>Similar Communities (by population)</u>						
Adams	8,211	Elected	35.0	\$68,282	2.0	
Boxford	8,228	Elected	32.0	\$71,000	1.6	
Georgetown	8,569	Elected	20.0	\$39,603	1.0	
Halifax	7,739	Elected	32.0	\$55,097	1.6	
Lancaster	7,978	Appointed	40.0	\$57,000	2.0	
Rutland	8,463	Elected	40.0	\$67,062	1.7	
Sterling	8,000	Appointed	40.0	\$65,920	2.0	
West Boylston	7,892	Appointed	40.0	\$51,858	1.5	
<u>Other Bordering Communities</u>						
Medfield	12,610	Elected	37.5	\$71,710	1.0	
Sherborn	4,302	Elected	26.0	\$54,688	1.7	#4
1. Hours are determined by incumbent; receives annual stipend of \$12,000 2. Town Meeting voted the position appointed as of 2021 3. Town Clerk is also the Assistant to the Town Manager 4. Receives stipend of \$3,382 in addition to annual salary						

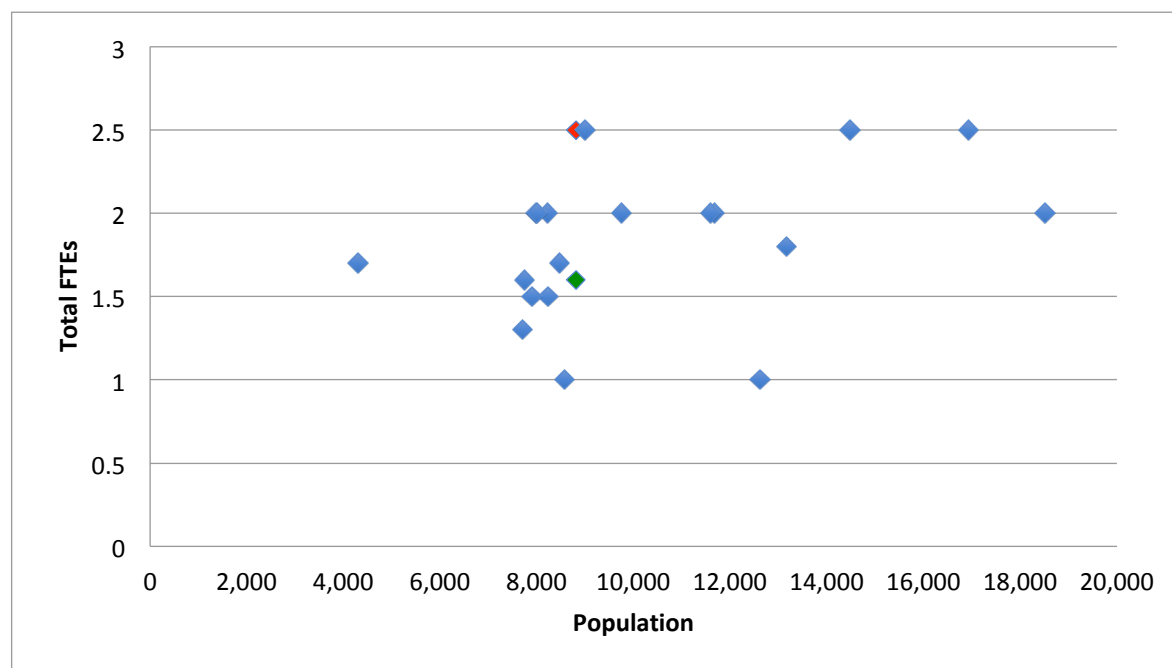


According to the Massachusetts Town Clerk' Association, in 2017, 234 Town Clerks were elected, and 117 Town Clerks were appointed. No information is available as to how many in each category were full-time or part-time. However, there are a number of Town Clerks that hold other positions within their communities, including Assistant Town Manager, Town Accountant, and Town Treasurer.

Total full-time equivalents positions vary from the 1.0 FTEs in Medfield and Georgetown, to 2.5 FTEs in Bellingham, Holliston and Plainville. In Medfield, the full-time Town Clerk is the only staff person in the office.

In order to ascertain if there was any correlation between the population of a community and the full-time equivalent staffing of the Town Clerk's Office, the data points were plotted in a scatter diagram. Table III is a scatter diagram based on population of a town and respective town clerk full-time staffing equivalents (FTEs). Scatter plots are similar to line graphs in that they use horizontal and vertical axes to plot data points. However, they have a very specific purpose. Scatter plots show how much one variable is affected by another. The relationship between two variables is called their correlation.

Table III. Correlation of population to Town Clerk FTEs



- ◆ Millis at status quo
- ◆ Millis with proposed full time Town Clerk along with existing staff.

The scatter-gram indicates that the status quo staffing of the Town Clerk's office is in line with staffing in similar communities, and that an increase of staffing to a full time Town Clerk and the current staffing would be at the high end of staffing relative to population.

E. Observations and Analysis

The sole unambiguous observation in this organizational assessment is, based on current configuration and staffing, the Millis Town Clerk's Office is performing all necessary tasks and functions. As one interviewee stated, the office is "hitting all the marks". All paperwork is being properly processed, all statutory requirements are being met, all filings are timely, and all elections and Town Meetings are properly scheduled and conducted. There have been no complaints from the Commonwealth's regulatory agencies, including the Attorney General's Office and the Secretary of the Commonwealth's Office. These accomplishments are primarily attributable to the two regular staff persons in the office.

The Town Clerk's office is properly situated at Town Hall, as it is anecdotally one of the two most visited offices (along with the Treasurer/Collector's Office). The office itself is well organized with the exception of the excessive clutter in the Town Clerk's own office.

A major issue appears to be accountability of the Town Clerk. As the Town Clerk is elected and receiving a (minimal) stipend, her work hours are self-determined based on her own decision-making. She is in the office and available to the public and Town staff very infrequently during regular business hours. The sense is that, since the position is elected, it is solely accountable to the electorate and not to either the Town Administrator and/or Board of Selectmen.

Although there are position descriptions for both the Assistant Town Clerk and Department Assistant (as both are union positions), there is not one for the Town Clerk. Thus, the only determination of the position's duties and responsibilities are those established by statute and the individual herself.

The need to have a full-time Town Clerk and whether the position should be elected or appointed are both decisions based on value. These decisions are analyzed separately.

As previously stated, the Town Clerk's Office is performing all necessary tasks and functions. The addition of a full-time Town Clerk would not necessarily enhance the core functions of the office. However, a full-time Town Clerk would be able to undertake additional ancillary tasks identified during the assessment process by the individual members of the Board of Selectmen, the Town Administrator, and the incumbent herself.

A full-time Town Clerk would be able to perform several important functions, which, currently, might not be accomplished to their fullest level (i.e., conflict of interest training and compliance, ethics training, and responding to public information requests). Additionally, there is some desire to have the Town Clerk play a more active role in enhancing community engagement, civic education and citizen communication. These latter roles are carried out in other communities by a variety of staff including members of the Town Clerk's office and the Town Clerk.

The addition of a full-time Town Clerk would have a significant impact on the staffing of the office. Given the size and nature of the community and the office functions, 2.5 FTEs seems excessive. As evident in Figure III, staffing would fall in the furthest corner of the upper left quadrant indicating a high staffing level in relation to the Town's population.

Any change or reduction of the present staffing, though, causes a collective bargaining issue. A reduction in either of the two present staff members, without a reassignment to another department at a similar pay grade with the same number of work hours, would necessitate negotiation or at least a discussion with the union.

If it is determined that a full-time Town Clerk would best suit the needs of the Town, the accountability of the position remains an issue. As an elected position, based on the past and custom of the office, that person may feel that he/she is solely accountable to the voters of the Town. However, an appointed position would be responsible and accountable to either the Board of Selectmen or, preferably, the Town Administrator.

Such a change would need to follow the parameters as outlined in Massachusetts General Laws Chapter 41, Section 1B or necessitate a change in the Town's Charter. Town Counsel would be best able to advise on the process although it appears that Town Charter, Article V, Section V-1, paragraphs b and c would dictate the process.

MGL c41, §1B: Appointed town offices and boards; acceptance by voters

Any office or board, except the board of selectmen and the school committee, elected under the provisions of section 1 may become an appointed position or board by a majority vote of the annual or special town meeting and acceptance by the voters of the town at the annual town elections; provided, however, that any vote by a special town meeting taken under the provisions of this section shall take place at least 60 days prior to the acceptance of the voters at the annual town election. For purposes of this section, the positions of town treasurer and collector of taxes, elected pursuant to section 1, may be combined into 1 position and become an appointed position in the manner provided in this section. Such acceptance by the voters shall be in the form of the following question, to be placed on the official ballot:

Shall the town vote to have its elected (Title(s) of office or board) become an appointed (Title(s) of office or board) of the town? Yes _____ No _____

If a majority of votes cast in answer to said question is in the affirmative, said office or board shall become appointed in accordance with the provisions of this section.

Any incumbent of such office or board serving at the time of acceptance by the voters shall continue to hold said office and to perform the duties thereof until the expiration of the term for which said individual was elected or until said individual otherwise vacates such office; provided, however, that any individual elected to an office or board which becomes an appointed office or board at the same election, under the provisions of this section, shall hold said office and perform the duties thereof until the appointment to said office is otherwise made under the provisions of this section.

Such appointment shall be made by the board of selectmen for a term not to exceed three years, unless such mode of appointment or term is otherwise provided by law.

Town of Millis, Home Rule Charter

ARTICLE IV. Elections and Other Elected Offices

Section IV -2: Other Elected Offices. The following offices shall be filled by election by the registered voters of the town at the annual town election:

- c. There shall be a town clerk elected for a term of three years.

ARTICLE V. General Provisions

Section V-1: Charter Change. This Charter may be amended or revised as follows:

- a. Amendments to this Charter relating in any way to the composition, mode of election or appointment, or term of office of the legislative body or the board of selectmen, may be proposed only by a charter commission elected in accordance with the general laws;
- b. Amendments to this Charter relating to matters other than those enumerated in paragraph a. above may be proposed by a two-thirds vote at a duly called town meeting in accordance with the general laws;
- c. Proposed amendments under this Charter shall be accepted or rejected by majority vote of the whole town at a regular or special election of town officers in accordance with the general laws.

F. Conclusions

As has been documented and related by all those interviewed as part of this assessment, based on current configuration and staffing, the Millis Town Clerk's Office is performing all necessary tasks and functions. The addition of another full-time staff person would not enhance the core accomplishments of the office. Thus, there does not appear to be a need to have a full-time Town Clerk and, consequently, increase office staffing and the department's budget, as well as create a collective bargaining dilemma. Questions of accountability and responsiveness of the incumbent may be attributable to the incumbent, or could be symptomatic of the situation itself. Regardless, the Town Clerk's Office is functioning at the required level.

In the alternative, as previously stated, the interest to have a full-time Town Clerk is a decision based on value to the Town and its administration. Historically, the Town Clerk has primarily acted as a record keeper (birth certificates, marriage certificates, death certificates, dog licenses, etc.) and has coordinated elections and town meetings. In today's world, the position has evolved into a more multifaceted and diverse position. The Town Clerk of today must keep abreast of the ever-changing statutes and requirements of the position (i.e., conflict of interest, open meeting law, ethics, early voting, town meeting regulations, etc.), and must maintain up-to-date training to do so. A full-time Town Clerk would provide the residents, businesses, and other Town Departments with a staff person dedicated to the function of the office, and provide other ancillary services.

Appendix A is a draft Town Clerk Position Description. In terms of salary, based on other Massachusetts communities with similar populations and having a full-time Town Clerk, a range of \$57,000 to \$62,000 would seem appropriate.

Concurrent with the value decision of having a full-time Town Clerk, the position should then be appointed rather than elected. There are two primary reasons for doing so:

1. Continuity – As an elected position, the Town Clerk can change out every three years. Given the nature of the position and the need to become properly trained, this turnover could be unnecessarily disruptive to the Town. The tenure and expertise of the Town Clerk could be better managed through an appointment process.
2. Accountability – Currently, the Town Clerk is elected and, as such, is only accountable to the electorate every three years. Thus, voters can effect changes in this position and how it operates every three years. As an appointed position, the Town Clerk would be accountable to Board of Selectmen, Town Administrator, and, more importantly, to the Town's people daily.

Some may argue that an appointed Town Clerk, while overseeing elections of individual Board of Selectmen, may act in a manner prejudicial to those who have appointed him/her. There is no documented evidence to support such a claim in any municipality which has an appointed town clerk. (Coincidentally in one of the communities surveyed, the Town Clerk is also an elected member of the Board of Selectmen of the town.)

One alternative decision may be to create a full-time position split between Town Clerk duties and responsibilities and another position currently lacking in Town Hall (such as human resources). This would provide additional justification for an additional full-time position and the corresponding increase in the overall budget salary line item. Another possible alternative would be to assign applicable statutory responsibilities and office oversight to another appointed position within the Town. This could allow for a division of the current stipend to the other official and adding more hours to the part-time staff person thereby increasing overall coverage.

A key obstacle in having a full-time Town Clerk is to determine the staffing of the office. Most likely, no more than two staff members (either 1.5 FTEs or 2.0 FTEs), along with the senior volunteers, could easily perform all necessary and ancillary tasks and functions of the office. Whether having a dedicated Town Clerk or a shared position, two full-time persons would also ensure, with proper scheduling, the office would always be staffed during periods of vacation, sick, personal leave, and/or training.

Any reduction in existing union personnel assigned to the department will necessitate discussion and/or negotiation with the union. The obstacle in changing to an appointed Town Clerk is adhering to the process of a Town Meeting vote, a general ballot vote, and a petition to the General Court. Given that the present Town Clerk's term expires next May, if deemed appropriate, such an article could be on this Fall's Town Meeting warrant and then, if successful, on the ballot next spring.



Appendix A. Draft Town Clerk Position Description

Position Title: Town Clerk

Statement of Duties

The Town Clerk performs highly responsible administrative and supervisory functions in connection with the maintenance of official municipal records, the issuing of various licenses and official Town documents, management of the Town census, and the direction of election activities. The Town Clerk exercises independent judgment and initiative in the planning, administration and execution of the services of the Town Clerk's office, and in the interpretation and application of laws, regulations and procedures.

Supervision

The Town Administrator, with the approval of the Board of Selectmen, appoints the Town Clerk. The Town Clerk reports to and works under the general supervision of the Town Administrator. The employee is required to work independently, within established policies and procedures and the requirements of federal, state and local law (as applicable), and with minimal direct supervision. The Town Clerk has access to some confidential information obtained during performance of regular position responsibilities.

The Town Clerk exercises supervisory responsibility over all election employees and such other part-time and full-time employees as may be assigned to the Town Clerk office.

Judgment

The Town Clerk has access and must exercise discretion regarding confidential and sensitive information. Errors could result in significant confusion and delay, result in improper disclosure of confidential information, could have legal and financial repercussions, and/or cause adverse public relations. The Town Clerk must be completely honest, reliable, and discreet and have good judgment.

Job Environment

The work consists of a variety of duties, which generally follow standardized practices, procedures, regulations or guidelines. The sequence of work and/or the procedures followed vary according to the nature of the transaction and/or the information involved, or sought, in a specific situation.

The Town Clerk has relationships with co-workers and the general public involving frequent explanation, discussion or interpretation of practices, procedures, regulations or guidelines in order to render service, plan or coordinate work efforts, or resolve operating problems. Other regular contacts are with service recipients and employees of outside organizations such as vendors, businesses, and/or state agencies. More than ordinary courtesy, tact, and diplomacy may be required to resolve complaints or deal with hostile, uncooperative or uninformed persons.

Duties of the job present minimal potential for injury. Risk exposure is similar to that found in typical office settings.



Position Functions

The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

Essential Functions

- ✓ Plans, directs and supervises the work of the Town Clerk's Office, including preparation, monitoring and oversight of department operating budget.
- ✓ Responsible for all Town Clerk functions established by Massachusetts General Laws, or as may be required by federal and local law, policies and procedures.
- ✓ Supervises assigned personnel in all aspects (i.e., assignment of duties, performance evaluations and supervision, payroll preparation, maintenance of personnel records). Serves as Custodian of all Town records for which no other custodian is defined; has custody of books, reports, records and laws received from the Commonwealth; certifies public records.
- ✓ Serves as Chief Election Officer for the Town, with full responsibility for the complete administration of fair and impartial federal, state, and local elections, including but not limited to maintenance of accurate voter registration lists, absentee ballots, maintenance and accuracy of election systems and equipment, and campaign finance law administration.
- ✓ Have the custody of the Town Seal and shall keep a true copy in book of all deeds and conveyances executed on behalf of the Town by any Town officer.
- ✓ Attends all Annual and Special Town Meetings; records all votes and other action taken at town meetings; assists Town Moderator in the preparation and conduct of town meetings; records and certifies all appropriations; responsible for transmitting Town Meeting adoption of bylaws to the Attorney General's Office for approval, Town Meeting acceptance of provisions of the Massachusetts General Laws and Special Acts to the Secretary of State, and authorizations for borrowing to the Department of Revenue.
- ✓ Furnish for publication in the Annual Town Report an abstract of the official records of all Town Meetings held during the preceding year and, for the same purpose, an abstract of the vital statistics for the previous year.
- ✓ Administers the Town Census.
- ✓ Serves as Custodian of Vital Records.
- ✓ Issues a variety of state and local licenses, permits and certificates; collects fees as necessary.
- ✓ Administers oaths to elected and appointed officials and employees; complies with Massachusetts General Laws' requirements relative to the Conflict of Interest and Open Meeting Laws.
- ✓ Receives, posts, and/or files all notices and minutes of meetings of all town boards and committees, as appropriate; handles public notice filings; records and files applications, maps, and decisions of the Planning Board; records and maintains files on preliminary and definitive subdivision plans; records and files all decisions of the Zoning Board of Appeals and appeals of such decisions.



- ✓ Responds to inquiries and requests for information from the public, Town officials and employees, and other government officials, among others.
- ✓ Performs similar or related work as required or assigned.

Recommended Minimum Qualifications

Education and Experience

This position requires a bachelor's degree and at least five (5) years of experience as a Town Clerk, Assistant Town Clerk, or a position with similar responsibilities. Preference is certification as a Certified Massachusetts Town Clerk. Such certification shall be required within three (3) years of appointment. The required education is to be supplemented with specialized training associated with the position of Town Clerk. The position requires the ability to be bonded and remain bonded during the entire tenure in the position. The position requires that the individual have a commission as a notary public or obtain such within one (1) year of appointment.

Knowledge

The Town Clerk position requires a thorough knowledge of applicable state, local and federal statutes and regulations related to the duties and responsibilities of a Town Clerk's office. These include a working knowledge of Open Meeting Law, Public Records Law, and State Ethics Law. The Town Clerk position requires a working knowledge of office procedures and practices.

Abilities

The Town Clerk must have the ability to establish and maintain effective and harmonious working relationships with town officials and departments, state agencies and the general public. The position requires considerable ability to communicate effectively in written and oral form. The Town Clerk position requires the ability to establish and maintain complex record keeping systems. The Town Clerk must have good organizational skills, be detail oriented, and take independent initiative. The Town Clerk must be able to plan work ahead of time, handle multiple tasks, prioritize effectively and meet strict deadlines. The Town Clerk must be able to work effectively in high-pressure situations, as necessary.

Skill

The Town Clerk shall have proficient technology skills working with laptops/PCs as well as Microsoft Office products (Word, Excel, and Access). Experience working with specialized Town Clerk software is preferred. Proficient skill in operating computers and applicable word processing and spreadsheet statistical applications. Excellent customer service skills are required.

Physical and Mental Requirements

The work environment involves everyday discomforts typical of offices, with occasional exposure to outside elements. Noise or physical surroundings may be distracting, but conditions are generally not unpleasant.

Little or no physical demands are required to perform the work. Work effort principally involves sitting to perform work tasks, with intermittent periods of stooping, walking, and standing. There is often the lifting of objects such as vital record books or photocopy/computer paper (up to 30lbs.).

Duties are largely mental rather than physical, but the job may require use of motor skills for activities such as moving objects, operating a telephone system, frequent use of the computer and/or most other office equipment, typing and/or word processing, filing, sorting, and operating a motor vehicle.

The Town Clerk is required to periodically work outside of normal business hours, such as to attend the Annual or Special Town Meetings, and oversight of federal, state, and local elections. Attendance at Board of Selectmen or other Town board/committee meetings may be required or requested from time to time when they relate to the Town Clerk's Office or the needs of the Town.

FLSA

This position is exempt under the Fair Labor Standards Act.